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EDMUND G. BROWN JR.  
GOVERNOR

April 25, 2017

Mr. Bob Menicocci, Director  
Santa Clara County Social Services Agency  
333 West Julian Street, 5<sup>th</sup> Floor  
San Jose, CA 95110-2314

Dear Mr. Menicocci:

This letter is to inform you that the Santa Clara County Refugee Services Plan covering the period of October 1, 2016 through September 30, 2017, has been reviewed and certified by the California Department of Social Services, Refugee Programs Bureau. A copy of the plan is enclosed for your reference.

We value your commitment in assisting refugees to become self-sufficient and thank you for your continued support. Any questions regarding this matter may be directed to Ms. Jacqueline Hom, Manager, County Operations and Performance Unit at (916) 654-5964 or [Jacqueline.Hom@dss.ca.gov](mailto:Jacqueline.Hom@dss.ca.gov).

Sincerely,

KIM JOHNSON, Chief  
Child Care and Refugee Programs Branch

c: Tamika Van Den Akker, County Refugee Coordinator  
Nhu-Hanh Tonnu, Program Analyst

# **SANTA CLARA SOCIAL SERVICES AGENCY**

## **Refugee Service Plan**

### **Program Year 2016-2017**

#### **FOR THE PROVISION OF**

#### **Refugee Employment and Elderly Services**

**(October 1, 2016- September 30, 2017)**

SANTA CLARA COUNTY  
REFUGEE SERVICES PLAN FFY 2016-2017  
TABLE OF CONTENTS

EXECUTIVE SUMMARY .....	3
I. COUNTY REFUGEE PROGRAM ADMINISTRATION Organization Chart . . . . .	5
II. DESCRIPTION OF REFUGEE PROGRAMS.....	6
A. Funding Sources .....	6
B. Program Description .....	6
C. CaWORKs and RCA Compliance .....	9
D. County Planning Process .....	9
III. DESCRIPTION OF SERVICE COMPONENTS .....	11
IV. BUDGETS .....	20
Refugee Social Services (RSS) .....	20
Targeted Assistance (TA) Formula Allocations .....	20
Targeted Assistance Discretionary (TAD) & Refugee Social Services Set-A-Side .....	21
V. ANNUAL SERVICES PLAN (100%) .....	23
VI. ANNUAL GOAL PLAN .....	24
VII. APPENDICES .....	26

## EXECUTIVE SUMMARY

The County of Santa Clara receives annual funding from the federal Office of Refugee Resettlement (ORR). As a condition of funding, the County is required to submit an annual Refugee Services Plan or a Plan Update to the California Department of Social Services that describes the County's employment service delivery system for its refugee populations.

2016 is the beginning of a new three-year planning cycle for Santa Clara County's Refugee Program. This Plan represents a jointly developed service strategy by Santa Clara County Social Services Agency and the local refugee community through a consultation with community partners on March 30, 2016. During the planning session, the community partners were briefed on Refugee Program guidelines and funding objectives, performance standards, Refugee Cash Assistance (RCA) and California Work Opportunity and Responsibility to Kids (CalWORKs) client profiles, and other relevant regulations pertaining to the Targeted Assistance (TA) and Refugee Employment Social Services (RSS), and Refugee Employment Social Services Set A Side funded services. Representatives from the local Refugee Forum, Voluntary Agencies, Mutual Assistance Associations, and local educators all contributed to this Plan, with the success of refugees in mind.

Resettlement rates in Santa Clara County have steadily declined over the last ten years. Service providers also report that a growing number of arrivals are moving out of the area/state. Our core employment services are comprehensive and intensive but must be short-term in order to meet the brief eligibility timeline of RCA clients who often come to us with eight months or less of cash aid remaining. However, refugees no longer eligible for cash aid may receive employability services for up to 60 months based on priority and funding availability. These services must be extremely well coordinated in order to assist these clients in learning the English language and American job search skills quickly and effectively.

Our elderly services assist low-income immigrants with free naturalization and citizenship process, ESL classes, and linkages to mainstream senior services. The primary goal of the elderly services is to enhance the quality of life of the elderly adults of limited English and to assist them in adjusting to their new life and help ensure that they are valuable members of the community.

The current profiles of arrival groups for Santa Clara County are mostly from Middle Eastern countries, predominantly Iran, Iraq, and Afghanistan. There are a small number of arrivals expected from various countries such as – Russia, Somalia, Burma, and Congo, with diverse backgrounds, multitude of languages, and educational levels that require individualized attention. In this respect, the County has required that the providers' Vocational English as a Second Language (VESL) and job readiness curriculum be multi-levels, with tutoring support for lower level clients.

Employment opportunities available to refugees remain limited as well as refugee funds. It has been recommended by the planning partners that the County concentrate available funding on services that will ensure attainment of jobs for refugees, in the form of the service components listed below.

### 2016-2017 Services:

**(1) The REFUGEE EMPLOYMENT SERVICES WITH VOCATIONAL ENGLISH AS A SECOND LANGUAGE SERVICES (RES/VESL)** is a comprehensive job first model of employment services combined with VESL training. This service is short term, 6 months, unless the contractor believes that there is a high likelihood of placing a participant whose service period is about to expire. Participants will be required to engage for 35 hours (or at least 32 hours for single parent) per week. Activities include job search assistance, VESL classes and computer literacy courses, plus wrap-around case management support that addresses newly arrived clients' resettlement issues (health, children's school, immunization, social security issues, California ID or driving license, etc.). This component was procured through a competitive and formal Request for Proposal process; two (2) service providers; Jewish Family Services of Silicon Valley (JFS) and International Rescue Committee (IRC) will be contracted to perform the services.

**(2) ELDERLY SERVICES** – The County will continue to operate the refugee elderly services funded by

Refugee Social Services (RSS) Set-A-Side. This component was procured through a competitive and formal Request for Proposal process; two (2) service providers, Jewish Family Services of Silicon Valley (JFS) and International Rescue Committee (IRC) will be contracted to perform the services.

Elderly refugees may be eligible for benefits and services that are available to other age groups. Those provisions may include; up to eight months of cash and medical assistance, health screening and assessment, and a broad range of other supportive services. Supportive services include employment services, English language instruction, outreach, information and referral, case management, and citizenship and naturalization preparation.

Services will be provided to refugees aged 60 and above who have been in the country for 60 months or less with the exception of referral and interpreter services and citizenship and naturalization preparation services for which there is no time limitation.

**(3) CENTRAL INTAKE UNIT (CIU)** is a Case Management system operated by the County's CalWORKs Employment Services (CWES) office. The purpose of CIU is to register, certify, make referrals, and provide tracking of all mandatory RCA recipients and CalWORKs refugees opt to go through the Refugee Program. CIU makes referrals to employment activities (refugee funded as well as other services), tracks clients' participation and completion, and acts as the liaison between other County benefit offices, refugee providers, and clients. CIU also maintains reports related to client data and activity flows.

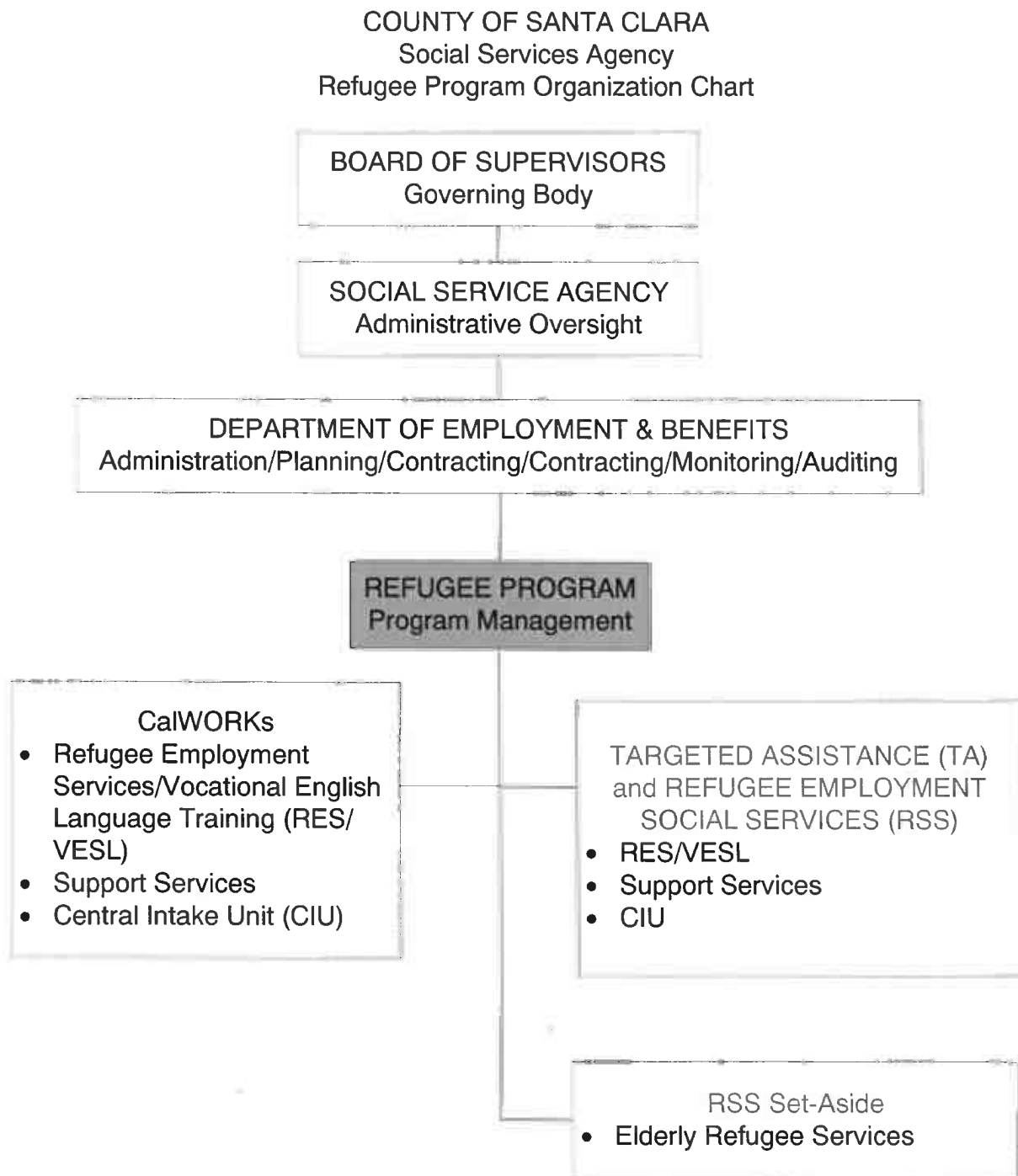
**(4) SUPPORT SERVICES:**

Transportation is provided for clients who are attending approved activities, looking for employment, or in their first 90 days on the job. Job-related ancillaries are available if requested by RCA recipients who are accepting employment and the need has been validated by the job developer who secured the placement. The payment is administered by the County.

CaWORKs refugees who engage in refugee activities may receive CaWORKs Support Services and ancillaries funded by CaWORKs which are not covered by this component or refugee funds.

At the end of September 2016, any unexpended Support Services funds will be rolled over to the following year or used towards Employment Services.

## I. COUNTY OF SANTA CLARA REFUGEE PROGRAM ADMINISTRATION ORGANIZATION CHART



## II. DESCRIPTION OF SANTA CLARA COUNTY'S REFUGEE PROGRAMS

### A. Funding Sources

The County anticipates that the following Refugee Program allocations may be available for the service period October 1, 2016 September 30, 2017:

- 1) FFY 2016-17 RSS
- 2) FFY 2015-16 RSS Carry-Over
- 3) FFY 2016-17 TA
- 4) FFY 2015-16 TA Carry-Over
- 5) FFY 2016-17 RSS Set-A-Side
- 6) FFY 2016-17 CaWORKs

### B. Program Description

*(Anticipated services listed by funding source)*

FFY 2016-17 RSS	Component	Goal	Client Characteristics
	<b>Employment Services</b> ----- Refugee Employment Services/VESL (County term)	Employment and self-sufficiency within 6 months.	<u>Higher priority</u> <ul style="list-style-type: none"> <li>Newly arrived refugees (1 year or less)</li> <li>Clients not placed under the Match Grant Program</li> <li>Refugees receiving cash benefits and within 5 years of arrival.</li> </ul> <u>Lower priority</u> <ul style="list-style-type: none"> <li>Unemployed refugees within 5 years of arrival.</li> </ul>
	<b>Other Support Services Related to Employment</b> (Transportation, ancillary, or tools required on the job.)		Transportation for RCA and non-cash assistance clients looking for employment or in their first 3 months on the job, or RCA who are starting in a job that requires special items or tools. Payment to be administered by the County.
	<b>Case Management</b> Central Intake Unit (CIU)	Determine refugees' eligibility for services; register and refer clients as appropriate; track and manage cases, and authorize support payments for employment outcomes; coordinate with Income Maintenance staff in applying regulations related to Mandatory Participation & Sanctions.	All eligible refugees, entrants, asylees, Iraqi and Afghan Special Immigrant Visa (SIV) holders, Amerasians, Victims of Trafficking, as defined under the Refugee Act within 60 months.
	<b>County Administration</b>		Time Study Hours of staff directly involved with refugee services.

<b>2015-16</b> <b>RSS Carry-Over</b>	<b>Component</b> <b>Employment Services</b> Refugee Employment Services/VESL (County term)	<b>Goal</b> Employment and self-sufficiency within 6 months.	<b>Client Characteristics</b> <u>Higher priority</u> <ul style="list-style-type: none"> <li>Newly arrived refugees (1 year or less)</li> <li>Clients not placed under the Match Grant Program</li> <li>Refugees receiving cash benefits and within 5 years of arrival.</li> </ul> <u>Lower priority</u> Unemployed refugees within 5 years of arrival.
	<b>County Administration</b>		Time Study Hours of staff directly involved with refugee services.

<b>FFY 2016-17 TA</b>	<b>Component</b> <b>Employment Services</b> Refugee Employment Services/VESL (County term)	<b>Goal</b> Employment and self-sufficiency within 6 months.	<b>Client Characteristics</b> <u>Higher priority</u> <ul style="list-style-type: none"> <li>Cash assistance recipients, particularly long-term recipients;</li> <li>Unemployed refugees who are not receiving cash assistance.</li> </ul> <u>Lower priority</u> Employed refugees in need of services to retain employment or to attain economic independence.
	<b>Other Services- Support Services related to Employment</b> Transportation, ancillary or tools required on the job.		<ul style="list-style-type: none"> <li>Transportation for Refugee Cash Assistance (RCA) and non-cash assistance clients looking for employment or in their first 3 months on the job. Payment to be administered by the County.</li> <li>RCA clients who are starting in a job that requires special items or tools. Payment to be administered by the County.</li> </ul> <b>Note:</b> Funds which are not exhausted by year end will also be used to support Employment Services for the next year.
	<b>Case Management</b> Central Intake Unit (CIU)		Time Study Hours of staff directly involved with refugee services.
	<b>County Administration</b>		Time Study Hours of staff directly involved with refugee services.



<b>2015-16 TA Carry-Over</b>	<b>Component</b> <b>Employment Services</b>  Refugee Employment Services/VESL (County term)	<b>Goal</b>  Employment and self-sufficiency within 6 months.	<b>Client Characteristics</b> <u>Higher priority</u> <ul style="list-style-type: none"> <li>• Cash assistance recipients, particularly long-term recipients;</li> <li>• Unemployed refugees who are not receiving cash assistance; and</li> </ul> <u>Lower priority</u> Employed refugees in need of services to retain employment or to attain economic independence.
	<b>County Administration</b>		Time Study Hours of staff directly involved with refugee services.

<b>FFY 2016-17 RSS Set-A-Side</b>	<b>Component</b>  <b>Elderly Services</b>	<b>Goal</b>  Linkage to citizenship services and other mainstream senior programs.	<b>Client Characteristics</b>  Refugees 60 years of age or older who are within 5 years of arrival in the U.S. and are residents of Santa Clara County.
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<b>FFY 2016-17 CalWORKs</b>	<b>Component</b> <b>Employment Services</b>  Refugee Employment Services/VESL (County term)	<b>Goal</b>  Employment and self-sufficiency within 6 months.	<b>Client Characteristics</b> <u>Higher priority</u> <ul style="list-style-type: none"> <li>• Newly arrived refugees (1 year or less).</li> <li>• Clients not placed under the Match Grant Program.</li> <li>• Refugees receiving cash benefits and within 5 years of arrival.</li> </ul> <u>Lower priority</u> Unemployed refugees within 5 years of arrival.
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### **C. CalWORKs and RCA Compliance**

Santa Clara County assures that the provision of activities and services to mandatory and voluntary CalWORKs Welfare-to-Work (WTW) participants and RCA recipients, funded by the Office of Refugee Resettlement (ORR) monies which are allocated by the California Department of Social Services (CDSS), will be in accordance with CalWORKs WTW and RCA requirements (including those regarding program participation, flow, good cause determination, sanctioning, and supportive services) as specified in the *Manual of Policy and Procedures* Sections 42-701 "Welfare-To-Work" and 69-200 "Refugee Resettlement Program", respectively, and other applicable CalWORKs and RCA policy guidance issued by CDSS.

In compliance with ORR and Refugee Program Bureau (RPB), the priority in provision of services will be provided in the following manner:

RSS funds will be allocated in such a manner that services are provided to refugees in the following order of priority:

1. All newly arriving refugees during their first year in the U.S. who apply for services.
2. Refugees who are receiving cash assistance.
3. Unemployed refugees who are not receiving cash assistance.
4. Employed refugees in need of services to retain employment or to attain economic independence.

TA funds will be allocated in such a manner that services are provided to refugees in the following order of priority:

1. Refugees who are cash assistance recipients, particularly long-term recipients.
2. Unemployed refugees who are not receiving cash assistance.
3. Employed refugees in need of services to retain employment or to attain economic independence.

### **D. County Planning Process**

The County held a community planning meeting for the purpose of soliciting input on service strategy to support this Refugee Services Plan. This coordinated effort took into consideration, the following labor market analysis and clients characteristics:

#### **Labor Market Analysis**

Labor market statistics show that the average annual unemployment rate for 2016 (between March and April) in Santa Clara County was 3.6%. The Employment Development Department (EDD) data projects that the local job market will likely add Healthcare and Computer-related jobs; however, most of these jobs require a college level education, professional level training, and excellent communication skills. Although it is unlikely that the majority of our newly arrived refugees can quickly transition into these fields during the 6-9 months they are with us; a first job experience in the U.S. can provide a spring board for clients to engage in continuing their education and expanding their career path.

The top 10 types of jobs recently obtained by our clients are mostly entry-level positions clustered around customer service and manufacturing jobs. Examples of such are: kitchen helpers, assemblers, dishwashers, cashiers, sale associates, data entry, housekeepers, clerks, patrol officers and caregivers.

Practical occupation choices with job growth in Santa Clara County indicate that vocational English/communication skills, workplace culture and computer literacy are needed for our

clients.

### **Clients Profile and Characteristics**

The current profiles of arrival groups for Santa Clara County are mostly from Middle Eastern countries, predominantly Iran, Iraq, Afghanistan and Russia. Education levels achieved in home countries varies from high, medium to low. Overall, current clients have a higher educational level than 5-6 years ago, however our services address both lower and higher educated clients.

The Refugee Program caseload data indicates that the resettled refugees have various levels of education. The challenge is that the funded providers must be able to address multi- level training. Some service providers have observed that the highly educated clients may have unrealistic expectations and do not understand the American job market while lower level clients require more intensive assistance in language and other areas.

<b>Educational Level</b>	<b>8<sup>th</sup> Grade</b>	<b>High School</b>	<b>College</b>
<b>RCA</b>	61%	68%	67%
<b>CalWORKs</b>	39%	32%	33%

Below is a list of activities and service options the group cited as valuable in enhancing our employment services' success, given the federal and state performance standards, clients characteristics, and local economic outlook:

- a. Client Center of Vocational Counseling & Case Management Support
  - Strong assessment
  - Career Exploration
  - Short & Long Term Goals
- b. VESL or ELT Training with possible options:
  - Short-Term Certificate
  - Distance Learning
  - Collaborate with other partners
- c. Multi-Level Curriculum
  - Social and Communication Skills
  - Computer Skills
- d. Job Readiness
  - Solid Job Search Skills (job search/resume/application/interview)
- e. Job Placement Strategy -Strong Job Development with these options (if feasible)
  - Employer Engagement
  - The ability for high level RCA clients to benefit from non-paid work experience at non-profits
- f. Employment Retention
  - Follow-up with Clients and Employers is crucial for newly hired clients
- g. Orientation to the local community and American way of life
  - Vocabulary
  - Work Ethics in America
  - Networking
  - Safety in the Work Place

- h. Qualified staffing with linguistic capacities
- i. Other important services to increase refugee families' efforts to become self-sufficient
  - Work Authorization and legal issues
  - Employer's/Employee's rights

The community emphasized that involving refugees in the development of the family's assessment and employment planning, or Family Self-Sufficiency Plan (FSSP), would be a realistic approach to get the buy in from refugee job seekers from the beginning. Furthermore, in regards to the disparity in clients' educational backgrounds, most believe that the highly educated clients may have an overly high expectation and need guidance in understanding the American job market, along with the concept of career laddering and goal setting. The lesser educated clients might benefit from individual tutoring and mentoring that allows them to learn basic interaction in English; thereby, enabling them to be comfortable with communicating with potential employers and co-workers.

### III. DESCRIPTION OF SERVICE COMPONENTS

#### **RSS Program Services supported by FFY 2016-17 RSS Funds**

##### **1) Employment Services: Locally known as Refugee Employment Services coupled with Vocational and English Language Training (RES/VESL)**

Refugee Employment Service (RES) and Vocational and English Language (VESL) training providers design and manage comprehensive programs that result in unsubsidized employment for participants.

This is a job first component that is a six-month open-entry and open exit program consisting of full-time (35 hours/week) activities. Clients will be required to accept employment when an employment opportunity becomes available, regardless the length of time in the program.

Providers for this component will serve all non-exempt mandatory clients, who are referred by the Central Intake Unit (CIU), and will provide daily monitoring of the clients activities while the client is assigned. Providers will observe, at minimum, the County attendance policy as specified in the contract; and will use the required forms (including RS-1, RS-3, RS-3A, FSSP, RS2/3, RS4, and CaWORKs attendance) to track client participation and to report non-cooperation accordingly. Additionally, mid-year reviews will be conducted to verify that Providers are reporting non-compliance issues timely to the County. The policies and procedures for client tracking are covered in the Refugee Providers Handbook.

##### **Critical elements:**

- a. Proposed agency must have staff with **language capability** to address the language needs of refugees from two or more of these countries: Iran, Iraq, Afghanistan and Russia.
- b. Proposed agency must provide **an upfront comprehensive assessment** of client's personal goals and interest, employability and barriers to employment.
- c. Proposed agency must develop **a client-centered Employment Plan** with the client, which shall include detailed short-term job search goals and strategies for the enrollment

period; and a longer-term, multi-year career planning and exploration with emphasis on career upgrade and continuing education beyond the first year of arrival.

- d. Proposed agency must provide **intensive case management** to address adjustment issues.
- e. The model will leverage agency's existing services and resources with wrap-around services to enhance and maximize refugee's job placement options and self-sufficiency.
- f. The model must include the agency's strategies and capability to recruit eligible refugees when the County does not have readily available referrals.

#### **Core activities:**

The core activities include the following and were developed for refugees of multi-level educational backgrounds:

- Vocational English as a Second Language
  - Job Readiness
  - Computer Literacy
  - Placement Follow-up and Retention Support
  - Job Development and Placement Strategies
- a. **Vocational English as a Second Language (VESL)** lessons that are taught by credentialed English instructors and/or supported by Case Workers or Job Developers, with curriculum designed to familiarize refugees with vocabulary needed for job search, job interviews, and for communication in the work environment.
  - b. **Job Readiness** lessons accompanied by intensive job leads and job search assistance provided by well qualified and experienced job developer(s). Participants will become familiar with the American work culture, learn about the job search process and protocols, receive preparation for job interviews and be accompanied to job interviews if needed.
  - c. **Computer Literacy** (minimum of 10 hours per week and include distance learning materials and sites) is a part of VESL training and Job Readiness lesson plans; the computer lessons are packaged for high and low level clients.
  - d. **Placement Follow-up and Retention Support** include Job retention support – weekly contact during job interview period and at least once per month contact during the first three months of job placement. Clients will be assisted with on-the-job barriers and communication with worksite supervisors as necessary. Job retention will be conducted at 30-day and 90-day intervals.
  - e. **Job Development and Placement Strategies** that include active job search for clients and by clients. Job search efforts will be documented in the case file. Service Providers will maintain a job placement strategy to be reviewed with the County during monitoring. This strategy includes how potential jobs will be located, employers will be reached, and how to successfully market refugees given their English level and new immigrant experience.

For RES/VESL, service providers' performance outcomes will be monitored regularly through performance letters, monthly data collections, mid-year on-site visits, and a year- end close-out

desk review. The following six performance standards will be monitored at least every trimester through the RS-50 reports:

Performance Standards Goals:

- #1: Entered Employment Rate
- #2: Hourly Average Wage
- #3: 90-day Job Retention
- #4: Cash Aid Terminate Due to Employment
- #5: Cash Aid Reduced Due to Employment
- #6: Full-time Placements Offering Health Benefits

Since the majority of refugee clients are receiving cash aid and are subject to participation requirements, the funded providers will not be able to pre-select clients for enrollment. RES/VESL providers will observe two mandatory participation and sanctioning systems – one governing RCA recipients, and the other governing CaWORKs/WTW recipients. Federal and State regulations require documentation of clients' participation, activities, progress, and attendance.

Santa Clara County Social Services utilizes the CaWIN computer system for client tracking and correspondences to which the RES/VESL providers will be permitted limited access and are expected to observe certain business protocols via this system.

## **2) Case Management Services (Central Intake Unit)**

Central Intake Unit (CIU) is a Case Management system that provides assessment, referral, and tracking of refugees receiving refugee funded services. Refugee funding is allocated to enable the County to maintain the services.

CIU specialists, who are employed with the County CaWORKs Employment Services (CWES) will register RCA applicants being evaluated for RCA cash aid and will also receive CaWORKs refugees assigned to the Refugee Program.

CIU Specialists will assess clients via the RS-1 and initiate a Family Self Sufficiency Plan (FSSP) for applicable individuals/families, assess employability, and refer them to refugee providers for service component/activities. The goal is to connect clients to employment and related services within 30 days of receipt of RCA cash aid. CIU will track the client's enrollment, participation, monitor the progression of the self-sufficiency/ employment plan, contact and interview clients who are non-compliant, make cause determinations, and refer them to the assigned Eligibility Worker to implement sanctions.

For RCA clients, the CIU Specialists will coordinate with the SP's in an ongoing basis to monitor client participation until a client is off aid or is sanctioned. For CaWORKs refugees, the CIU Specialist will complete the initial activity assignment and refer the client to another CaWORKs unit.

### **Specific Functions**

#### **a. Register Clients for Employment Services**

CIU Workers or Specialists are responsible for determining a client's eligibility to refugee funded program services. The Specialists shall certify each client's registration and report the planned services for the client to the originating source.

#### **b. Intake/ Orientation**

Upon eligibility determination, the CIU Specialists shall provide an intake interview to gather client background information.

The CIU Specialists shall provide individual or group orientation to inform the clients' of the Specialists' roles and of the clients' rights and responsibilities. The orientation shall cover the following topics:

- An overview of Refugee Program Employment Services,
- Explanation of available refugee funded training and employment opportunities, including types of training, length of course, content of course and what is the participant is expected to learn,
- Civil rights of clients; including nondiscrimination of services, employment and contracting,
- Client's rights and responsibilities,
- Grievance procedures (for clients),
- Program's rules and regulations,
- The role of the Specialist in regards to implementing the mandatory participation requirement,
- Criteria for non-participation, and consequences of non-participation and how it applies to the client,
- Cause determination and conciliation process and procedures, and
- The availability of other support services

For clients who receive cash aid and who are required by the County to participate in the program activities, the Specialists shall explain the full-time Mandatory Work Registration Requirements (if receiving RCA), and the CaWORKs Participation Requirements (if receiving CaWORKs).

For non-cash clients, the Specialists shall provide explanation of the expectations and requirements that state, if the non-cash client fails to cooperate with the program or refuses to accept employment, then they are ineligible for program services.

#### **c. Assessment of Clients**

Assessment is the process of developing a profile of the refugee's work history, job skills, education level, previous training, remaining time on aid, needs for support services, and barriers to employment including illness, level of English skills, and lack of child care that prevents continuous participation in training and employment services. During the assessment interview, if the client indicates a physical or mental health problem that prevents participation in services, the Specialists shall require the client to provide verification of the medical exemption.

#### **d. Development of Family Self Sufficiency Plans**

Based on California Department of Social Services' Refugee Program Bureau (CDSS/RPB)'s requirement, the CIU shall initiate a Family Self-Sufficiency Plan (FSSP) for each refugee family reported for services including the clients input. The FSSP will include:

- A determination of the income level that a family would have to earn not to exceed its cash grant and move into self-support without a reduction to benefits;
- A strategy and a time table for obtaining that level of family income through the placement of a sufficient number of employable family members, at sufficiency levels,

- into employment;
- The family's social service needs that may be a barrier to self-sufficiency. The focus will be on the family as the unit of intervention, not the individual refugee, as the unit of intervention;
- Employability plans for every employable member of the family; and barrier to self-sufficiency.

The initial FSSP will be forwarded to the Service Providers who will discuss it with clients and upgrade the Employment Plans further to reflect more specifics and details, based on the English assessment, vocational counseling and career planning. Once upgraded, the Service Providers shall retain one copy and fax or email the upgraded FSSP back to the CIU.

For CaWORKs refugee clients, the CIU shall utilize CaWORKs forms to develop Welfare-to-Work Plans as prescribed by CaWORKs procedures. The WTW Plans are in addition to the FSSP for CaWORKs refugee clients who receive refugee funded services.

#### **e. Support Services**

##### Child Care and Transportation

The CIU Specialists shall determine the need for transportation services by RCA clients, and shall coordinate with the Service Provider's, through the County, any one-time need for tools needed by the client to start a job.

The CIU Specialists shall authorize Supportive Service payments for CaWORKs refugee clients, based on the CaWORKs Support Services procedures (see CWES and Refugee Providers Handbooks), for mandatory CaWORKs refugee clients who are in need of child care and transportation services in order to participate in the refugee funded programs or to secure employment.

##### Other Support or Ancillary Services

The CIU shall refer clients to other available services as necessary. Records will be maintained for all support services provided.

#### **f. Referral to Employment Services**

The CIU shall ensure impartial referrals of refugees to available refugee funded program slots through its County-approved CIU Equitable Referral Plan on file with the County. Referrals to said services must be on a timely and equitable basis and must be consistent with the client's employability and FSSP's.

CIU is also responsible for ensuring that the mandatory client, who is employed less than 35 hours per week, continue to participate in assigned activities in order to fully satisfy the participation requirement.

If the client is not placed by the Service Provider, the CIU may issue a one-time extension (up to three months), or refer the client back to CWES (see CWES Handbook) for additional employment related services.



#### **g. Follow-up and Tracking**

The CIU shall track and monitor the progress of all clients through the participation period.

For all clients referred by DEBS, the Specialists shall:

- Complete all forms required by the Mandatory Work Registration and Sanctioning System.
- Report all referrals, completions, non-participations, and non-cooperations.
- Participate in fair hearings when required.
- Report all employment placements and any changes in employment status of refugees who are receiving cash assistance.

The CIU shall forward the information to the assigned Eligibility Worker (EW) for sanctioning, adjustment, or termination of the cash grant.

The CIU shall consolidate all client information into one tracking database, and must track the following:

- Length of time that the client participates in the program (6-9 months),
- CWES activities,
- Client profile including, but not limited to, full name, case number, social security number, ethnicity, language, gender, the date client entered USA, aid type, and education level,
- Type of services that the client receives (RCA, CaWORKs, Social Adjustment, Non-Cash),
- Referrals to service providers, and
- Placements.

The CIU shall produce and submit any and all reports that may be required by Federal, State, and/or the County concerning client profiles and demographics including, but are not limited to, monthly CIU statistics for the County to produce RS-50 reports and other reports. The CIU will also provide client case information and progress as it relates to the County, State and Federal monitoring and audits.

#### **h. Mandatory Participation and Sanctioning System**

The CIU Specialists shall review the federal government-established mandatory work registration requirements with each RCA client in the participant's own language. Furthermore, the CIU Specialists shall review, with the client, the California Department of Social Services Manual of Policies and Procedures Section 69-208 (Cause Determinations) explaining under which conditions a cause determination will be made and Section 69-209 (Penalties for Failure or Refusal to Accept Employability Services or Employment) describing the penalties for not accepting employment or not cooperating with employment services requirements.

In the same manner, the Specialists agree to review the State-developed CaWORKs Participation requirements with CaWORKs clients, following County procedures and CaWORKs Employment Services Handbook. The Specialists agree to comply with all other regulations governing mandatory participation, cause determination, and financial sanction of public assistance recipients. The CIU further shall cooperate with County's Department of Employment and Benefit Services (DEBS) in providing information regarding participant's

compliance with participant's conciliation plans and to testify at County and State hearings in matters relating to its participants.

**i. Maintenance/Transfer/Closure of Case Files**

The CIU shall maintain individual client case files and shall be responsible for providing full case management such as monitoring attendance and satisfactory progress and processing necessary support services.

When serving more than one member of a family, files shall be grouped by family based on sharing the same Family Self Sufficiency Plan.

In maintaining case files and records, the CIU shall follow the case filing procedures of the RCA and CWES Handbooks.

The CIU utilizes the CaWIN system for client tracking. The CIU shall access case information on-line through the Integrated Document Management (IDM) Capture and Retrieval System, and will submit appropriate IDM paperwork.

The CIU will transfer and close cases in a timely manner to ensure there is no interruption in client's services and/or benefits.

The majority of CIU clients are refugees living in the U.S. for five years or less who are receiving cash grants (Refugee Cash Assistance [RCA] or CaWORKs); a small percentage of CIU clients are low-income immigrants, or immigrants on CaWORKs. As a condition of receiving a cash grant, these clients are often required to participate in refugee funded programs on a mandatory basis referred to as "mandatory participation". CIU Specialists are responsible to enforce the participation rules governing these clients.

**Equitable Referral Plan (ERP)**

CIU Specialists shall ensure impartial referrals of refugees to available refugee funded program slots through its County-approved Equitable Referral Plan (ERP). Referrals to said services must be on a timely and equitable basis and must be consistent with the client's employability and FSSP's.

- a. On a weekly basis; Specialists will receive the availability of open slots from Service Provider's (SP's) via e-mail. The CIU will record and track the requests and the referrals.
- b. Within 5 working days from the date that the RCA client reports to the Specialists, the Specialists will certify the RCA Mandatory Referral Form (RS 3) and schedule the client for an intake interview. Specialists can grant the client a maximum of ten (10) days between the interview date and ES program enrollment date.
- c. Specialists also serve CaWORKs clients. Letters will be sent from CIU to the clients inviting them to attend an orientation. The Specialists will follow the CWES handbook, business processes, and policies/procedures.
- d. Specialists will base both the numerical and contractual obligations of each SP with the CaWORKs program, and on the clients' needs and characteristics which make some clients easier or more difficult to serve than others. Specialists will take into consideration the following criteria when referring clients to SP's:

- The yearly achievement goal number of clients to be served per SP.
  - Number of clients who have been referred to each SP and the remaining number to be referred.
  - Characteristics of the clients (RCA, CaWORKs, age, education, work history, and cultural needs).
  - Clients' needs and preferences such as proximity of the SP to clients' home, relatives or carpools situation, etc.
- e. For clients who are in need of Refugee employment services, the Specialists will review the training programs at each SP for content, prerequisites, and duration; and then, together with the clients, make suggestions on selecting a suitable program.
- f. Clients who are considered "hard to serve" will be referred fairly and equitably among all SP's based on their program enrollment goals.
- g. CaWORKs clients who return from a SP without job placement will be transferred to CWES for further services.
- 3) Other Services/Supportive Services Related to Employment** will be provided for transportation and/or ancillary services for clients who have identified either a barrier to attending class, conducting job search, or maintaining employment. Support services will be reserved for non-CaWORKs refugees and asylees who are participating in employment activities since CaWORKs clients qualify for CaWORKs-funded support service payments directly through CaWORKs. Some of these funds will also be used towards tools or ancillary needed for RCA to start work.

#### **RSS PROGRAM SERVICES SUPPORTED BY FFY 2015-16 RSS CARRY-OVER FUNDS**

Any unexpended 2015-16 RSS fund, if identified, will be considered Carry-Over Funds for use in 2016-2017 service periods for these activities:

##### **1) Refugee Employment Services coupled with concurrent Vocational Training and English Language Training (RES/VESL)**

Same description as RES/VESL under FFY 2016-17 RSS.

#### **TARGETED ASSISTANCE (TA) PROGRAM SERVICES SUPPORTED BY FFY 2016-17 TA ALLOCATION**

##### **1) Refugee Employment Services with VESL (RES/VESL)**

TA funds will be used to supplement RSS funds, as needed, in the provision of this component. Same description as RES/VESL under RSS Program Services supported by FFY 2016-17 RSS.

##### **2) Case Management Services (Central Intake Unit)**

Same description as Case Management Services (Central Intake Unit) under FFY 2016-17 RSS.

##### **3) Other Services/Supportive Services Related to Employment**

TA funds will be used to provide transportation and/or ancillary services for RCA and non-cash clients who have identified either a barrier to attending class, conducting a job search, or maintaining employment.

At the year-end, any funds not exhausted in this category will likely be used towards next year's Employment Services in anticipation of the TA allocation as determined by ORR;

FFY 16/17 TA will be subject to new eligible determination.

**TA PROGRAM SERVICES SUPPORTED BY FFY 2015-16 TA ALLOCATION CARRY-OVER**

**Refugee Employment Services with VESL (RES/VESL)**

TA Carry-Over funds will be used to supplement RSS funds, as needed, in the provision of this component. Same description as RES/VESL under RSS Program Services supported by FFY 16/17 RSS.

**TA DISCRETIONARY PROGRAM SERVICES SUPPORTED BY FFY 2016-17 TA DISCRETIONARY FUNDS**

**Refugee Employment Services with VESL (RES/VESL)**

TA Discretionary Carry-Over funds will be used to supplement RSS funds in the provision of this component. Same description as RES/VESL under RSS Program Services supported by FFY 16/17 RSS.

**RSS Set-a-Side PROGRAM SERVICES SUPPORTED BY FFY 2016-17 RSS Set-A-Side FUNDS**

The RSS Set-a-Side grant will be used for citizenship programs, naturalization programs, Citizenship Day activities, and other mainstream services provided for elders. Activities supported by this funding will be made available to refugee seniors age 60 and above.

#### IV. BUDGETS

COUNTY OF SANTA  
CLARA  
SOCIAL SERVICES  
AGENCY REFUGEE  
PROGRAMS

**2016-17 REFUGEE SOCIAL SERVICES (RSS) FORMULA  
ALLOCATION**

<u>ITEM</u>	<u>AMOUNT</u>
1. EMPLOYMENT SERVICES (RES/VESL)	\$89,474.00
2. Other- Support Services/transportation & other resources	\$1,949.00
3. Case Management (CIU)	\$0.00
	Subtotal: <b>\$91,423.00</b>
COUNTY ADMINISTRATION	\$15,075.00
	TOTAL: <b>\$106,498.00</b>

**2015-16 RSS FORMULA ALLOCATION CARRY-OVER**

<u>ITEM</u>	<u>AMOUNT</u>
1. EMPLOYMENT SERVICES (RES/VESL)	\$26,670.00
2. Case Managment (from CEC)	
3. Other Services (transportation)	
	Subtotal: <b>\$26,670.00</b>
COUNTY ADMINISTRATION	\$4,706.00
	TOTAL: <b>\$31,376.00</b>

**2016-17 TARGETED ASSISTANCE (TA) FORMULA ALLOCATION**

<u>ITEM</u>	<u>AMOUNT</u>
1. EMPLOYMENT SERVICES (RES/VESL)	\$92,710.00
2. Other-Support Services/transportation & other resources	\$19,794.00
3. Case Management (CIU)	\$64,000
	Subtotal: <b>\$176,504</b>
COUNTY ADMINISTRATION	\$31,148.00
	TOTAL: <b>\$207,652.00</b>

**2015-16 TARGETED ASSISTANCE (TA) FORMULA ALLOCATION CARRY-OVER**

<u>ITEM</u>	<u>AMOUNT</u>
1. EMPLOYMENT SERVICES (RES/VESL)	\$42,368.00
2. CASE MANAGEMENT	
3. OTHER SERVICES (Transportation)	
	Subtotal: <b>\$42,368.00</b>
COUNTY ADMINISTRATION	\$7,460.00
	TOTAL: <b>\$49,828.00</b>

**2016-17 REFUGEE SOCIAL SERVICES SET-A-SIDE Funds**

<u>ITEM</u>	<u>AMOUNT</u>
1. Refugee Elderly Services	\$5,632.00
	Subtotal: <b>\$5,632.00</b>
COUNTY ADMINISTRATION	0
	TOTAL: <b>\$5,632.00</b>

**2015-16 REFUGEE SOCIAL SERVICES AUGMENTATION**

<u>ITEM</u>	<u>AMOUNT</u> <u>PERCENTAGE</u>
1. EMPLOYMENT SERVICES (RES/VESL)	\$0.00
2. Other- Support Services/transportation & other resources	\$8393.00
3. Case Management (CIU)	\$0.00
Subtotal:	<b>\$8393.00</b>
COUNTY ADMINISTRATION	\$1,481.00
TOTAL:	<b>\$9,874.00</b>

**2015-16 TARGETED ASSISTANCE AUGMENTATION**

<u>ITEM</u>	<u>AMOUNT</u> <u>PERCENTAGE</u>
1. EMPLOYMENT SERVICES (RES/VESL)	\$11,840.00
2. Other- Support Services/transportation & other resources	\$0.00
3. Case Management (CIU)	\$0.00
Subtotal:	<b>\$11,840.00</b>
COUNTY ADMINISTRATION	\$2,089.00
TOTAL:	<b>\$13,929.00</b>

Date: 10/28/2016

County: Santa Clara

**Annual Service Plan (DRAFT 100%)**Original ( X ) Revision ( )  
Time Period Covered by Plan:  
From: 10/01/2016 To: 09/30/2017

Description of Contracted or State-Provided Services	Contracted Amount by Funding Source	Total Number	0-12 Months	13-60 Months	Type of Agency* and Percent of Funds							Total (Should equal 100)
					A	B	C	D	E	F	G	
<b>EXAMPLE</b>	SS \$100,000.00	100	50	50								
TAP		0										
Other		0			20%							100%
<b>Employment</b>	SS \$112,663.00	93	65	28			20%					
TAP	\$138,465.00	114	80	34	0%	0%	100%	0%	0%	0%	0%	100%
TAD	\$0.00	0	0	0								
SS	\$0.00	0	0	0								
<b>ELT</b>	TAP \$0.00	0	0	0	0%	0%	0%	0%	0%	0%	0%	0%
TAD	\$0.00	0	0	0								
SS	\$0.00	0	0	0								
<b>OJT</b>	TAP \$0.00	0	0	0	0%	0%	0%	0%	0%	0%	0%	0%
TAD	\$0.00	0	0	0								
SS	\$0.00	0	0	0								
<b>Skills Training</b>	TAP \$0.00	0	0	0	0%	0%	0%	0%	0%	0%	0%	0%
TAD	\$0.00	0	0	0								
SS	\$0.00	0	0	0								
<b>Case Management</b>	TAP \$21,025.00	22	15	7								
TAD	\$0.00	0	0	0	100%	0%	0%	0%	0%	0%	0%	100%
SS	\$0.00	0	0	0								
<b>Other (Employment)</b>	TAP \$25,000.00	21	15	6								
TAD	\$0.00	0	0	0	20%	0%	80%	0%	0%	0%	0%	100%
<b>SUBTOTAL</b>	\$297,153.00	250	175	75								
SS	\$0.00	0	0	0								
TAP	\$0.00	0	0	0								
TAD	\$0.00	0	0	0								
SOR	\$5,372.00	32	3	29								
<b>Non-Employment</b>												
SS	\$19,882.00											
TAP	\$33,505.00											
<b>County Admin (15% admin max)</b>												
TAD	\$0.00											
SOR	\$132,545.00											
SS	\$217,995.00											
TAP	\$0.00											
TAD	\$0.00											
SOR	\$5,372.00											
<b>Grand Total</b>												
SOR	\$5,372.00											

\*Type of Agency

A. State/County

B. Ethnic Community-Based Organization

C. Resettlement Agency

D. Community College

E. Adult Basic Education

F. Other Non-Profit Organization

G. \_\_\_\_\_

(The total Percentage for each individual service (i.e., Employment, ELT, etc.) under Type of Agency and Percent of Funds must equal 100% - see example.)



**ANNUAL OUTCOME GOAL PLAN  
FY 2017  
PERFORMANCE GOALS AND ACTUALS**

State or County:

**Santa Clara**

FY 2016 GOAL

FY 2016 ACTUAL

FY 2017 GOAL

**1. Caseload**

TANF Recipients	<u>37</u>	<u>47</u>	<u>75</u>
RCA Recipients	<u>194</u>	<u>119</u>	<u>161</u>
No Federal Cash Assistance	<u>15</u>	<u>22</u>	<u>14</u>
<b>Total</b>	<b>246</b>	<b>188</b>	<b>250</b>

**2. Entered Employment**

Full Time	<u>63</u>	39%	<u>42</u>	37%	<u>58</u>	37%
Part Time	<u>98</u>	61%	<u>71</u>	63%	<u>100</u>	63%
<b>Total</b>	<b>161</b>	<b>65%</b>	<b>113</b>	<b>60%</b>	<b>158</b>	<b>63%</b>

**2a. TANF Recipients Entered Employment**

Full Time	<u>5</u>	20%	<u>14</u>	42%	<u>5</u>	19%
Part Time	<u>20</u>	80%	<u>19</u>	58%	<u>21</u>	81%
<b>Total</b>	<b>25</b>	<b>16%</b>	<b>33</b>	<b>29%</b>	<b>26</b>	<b>16%</b>

**2b. RCA Recipients Entered Employment**

Full Time	<u>52</u>	42%	<u>21</u>	33%	<u>48</u>	40%
Part Time	<u>72</u>	58%	<u>42</u>	67%	<u>73</u>	60%
<b>Total</b>	<b>124</b>	<b>77%</b>	<b>63</b>	<b>56%</b>	<b>121</b>	<b>77%</b>

**2c. No Federal Cash Assistance Entered Employment**

Full Time	<u>6</u>	50%	<u>7</u>	41%	<u>5</u>	45%
Part Time	<u>6</u>	50%	<u>10</u>	59%	<u>6</u>	55%
<b>Total</b>	<b>12</b>	<b>7%</b>	<b>17</b>	<b>15%</b>	<b>11</b>	<b>7%</b>

**Cash Assistance Recipients Placed In Employment**

<u>149</u>	<u>96</u>	<u>147</u>
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**3. Federal Cash Assistance Terminations**

TANF Recipients	<u>4</u>	7%	<u>17</u>	27%	<u>14</u>	16%
RCA Recipients	<u>56</u>	93%	<u>47</u>	73%	<u>74</u>	84%
<b>Total</b>	<b>60</b>	<b>40%</b>	<b>64</b>	<b>67%</b>	<b>88</b>	<b>60%</b>

**4. Federal Cash Assistance Reductions**

TANF Recipients	<u>12</u>	80%	<u>2</u>	29%	<u>12</u>	80%
RCA Recipients	<u>3</u>	20%	<u>5</u>	71%	<u>3</u>	20%
<b>Total</b>	<b>15</b>	<b>10%</b>	<b>7</b>	<b>7%</b>	<b>15</b>	<b>10%</b>

**5. Entered Full Time Employment Offering Health Benefits**

TANF Recipients	<u>3</u>	8%	<u>11</u>	33%	<u>5</u>	11%
RCA Recipients	<u>30</u>	81%	<u>16</u>	48%	<u>38</u>	81%
No Federal Cash Assistance	<u>4</u>	11%	<u>6</u>	18%	<u>4</u>	9%
<b>Total</b>	<b>37</b>	<b>59%</b>	<b>33</b>	<b>79%</b>	<b>47</b>	<b>81%</b>

**ANNUAL OUTCOME GOAL PLAN  
FY 2017  
PERFORMANCE GOALS AND ACTUALS**

State or County: Santa Clara

FY 2016  
GOAL

FY 2016  
ACTUAL

FY 2017  
GOAL

6. Average Hourly Wage of Refugees Entering Full Time Employment

\$ 11.00

\$ 11.63

\$ 11.00

7. 90-Day Retention Rate

Percentage 83%

67%

70%

7a. 90-Day Retention Rate Calculator

Unduplicated #  
of Retentions

Unduplicated #  
of Entered  
Employments

Total 72

108

The previous actual Retention Rate is calculated by dividing the total unduplicated number of retentions by the total unduplicated number of entered employments from July of the previous CY through June of the current CY.

8. Office of Refugee Resettlement Funding

	FY 2016 Actual	FY 2017 Proposed
Social Services Formula Funding	\$ 131,625	\$ 112,663
Targeted Assistance Formula Funding	\$ 235,410	\$ 138,465
Discretionary Grant Funding	\$ 11,234	\$ -
Total Liquidated Funding	\$ 378,269	\$ 251,128
Cost per Entered Employment	\$ 3,347.51	\$ 1,589.42

Agency Point of Contact

Please provide the name, title and contact information for the agency staff person best equipped to respond to questions regarding your Annual Outcome Goal Plan submission.

First and Last Name

T.van den Akker

Telephone Number

408-755-7530

Title

County Refugee Coordinator

Email

[Tamika.VanDenAkker@ssa.sccgov.org](mailto:Tamika.VanDenAkker@ssa.sccgov.org)

Deadline for submission

The completed FY 2017 Annual Outcome Goal Plan: Performance Goals and Actuals and Performance Narrative should be submitted via email to [GPRA@ACE.hhs.gov](mailto:GPRA@ACE.hhs.gov) by November 15, 2016.

For Office of Refugee Resettlement use only:

Date submitted: \_\_\_\_\_

Submission type: ☐ Initial ☐ Revision

Status: ☐ Approved ☐ In process - clarification needed

**OFFICE OF REFUGEE RESETTLEMENT**  
**ANNUAL OUTCOME GOAL PLAN**  
Performance Narrative

State or County: Santa Clara County

1. Did the FY [previous year] Actual Caseload meet or exceed the proposed FY [previous year] Goal?

☐ Yes

☒ No

If no, provide an explanation as to why the goal was not met. If yes, please comment on any significant factors contributing to the success.

Santa Clara County (SCC) projected that for Federal Fiscal Year (FFY) 2015-16, services would be provided for approximately 226 persons in receipt of Temporary Assistance for Needy Families (TANF), Refugee Cash Assistance (RCA), and those who were non-cash aided. Due to a decline in enrollment and the high cost of living in SCC, the county was able to provide services to 188 individuals.

2. Did the total FY [previous year] Actual percentage for Entered Employment meet or exceed the proposed FY [previous year] Goal?

☐ Yes

☒ No

If no, provide an explanation as to why the goal was not met. If yes, please comment on any significant factors contributing to the success.

For FFY 2015-16, SCC was required to increase the Entered Employment Goal from 60 percent to 65 percent. Despite all efforts, actual performance remained at 60 percent due to a substantial number of case terminations based on various reasons such as medical exemptions, participants dropping out of the program, and/or participants relocating out of the county. Participants who continued in the program were placed successfully due to an increase in job creations within SCC.

3. Did the total FY [previous year] Actual percentage for Federal Cash Assistance Terminations meet or exceed the proposed FY [previous year] Goal?

☒ Yes

☐ No

If no, provide an explanation as to why the goal was not met. If yes, please comment on any significant factors contributing to the success.

SCC was able to meet the Federal Cash Assistance Terminations goal due to an increase in the minimum wage amount which allowed 67 percent of refugees placed to enter into either full time employment or discontinue receipt of public assistance.

4. Did the total FY [previous year] Actual percentage for Federal Cash Assistance Reductions meet or exceed the proposed FY [previous year] Goal?

☐ Yes

☒ No

If no, provide an explanation as to why the goal was not met. If yes, please comment on any significant factors contributing to the success.

Unfortunately many of the refugees who come to the United States (U.S.) arrive with low English fluency and few marketable skills. Those who are placed into part-time jobs are not able to qualify for a reduction in benefits due to earning monthly income that is often below the federal poverty limit. In these situations, families are not able to meet or sustain their needs without the continued receipt of cash assistance. Although part-time employment does not immediately allow for benefit terminations, it does provide newly-arrived refugees with the opportunity to acclimate and socialize within their new communities.

5. Did the total FY [previous year] Actual percentage for Entered Full Time Employment Offering Health Benefits meet or exceed the proposed FY [previous year] Goal?

☒ Yes ☐ No

If no, provide an explanation as to why the goal was not met. If yes, please comment on any significant factors contributing to the success.

Due to health care reform through the Affordable Care Act (ACA), the Entered Full Time Employment Offering Health Benefits Goal was exceeded. A primary factor was that most employers are now required to offer health benefits to their employees. Seventy nine percent of those who entered full time employment received health benefits for the FFY 2015-16.

6. Did the FY [previous year] Actual Average Hourly Wage for Refugees Entering Full Time Employment meet or exceed the proposed FY [previous year] Goal?

☒ Yes ☐ No

If no, provide an explanation as to why the goal was not met. If yes, please comment on any significant factors contributing to the success.

SCC was able to exceed its hourly wage goal (actual: \$11.63 vs goal: \$11) due to an increase in the local minimum wage.

7. Did the FY [previous year] Actual 90-Day Retention Rate meet or exceed the proposed FY [previous year] Goal?

☐ Yes ☒ No

If no, provide an explanation as to why the goal was not met. If yes, please comment on any significant factors contributing to the success.

A high number of the placements occurred during the last quarter of this program year. These placements will be counted as retentions in FFY 2016-17.

8. What further information do you feel is helpful in explaining overall program performance?

Despite having a favorable local job market in comparison to other counties, the SCC refugee program continues to face challenges due the funding reductions, hard-to-serve population, and federal/state program requirements that demand a continuous increase in performance goals. SCC will continue to work alongside service providers to maintain quality services to refugees.

9. What information do you feel could be helpful in explaining FY [current year] goals?

FFY 2017 goals are based on the projection of new arrivals, local economy, and potential employment opportunities. The following potential contributing factors should be taken into consideration:

- Cost of living,
- Actual number of arrivals,
- Changes in local economy, and
- County obligated contractual requirements with service providers.

Currently, SCC is encumbered by the high cost of living, low arrival numbers, decrease in funding, an unavoidable cost increase for case management, and contractual obligations. All of these contributing factors have impacted program performance.

10. How can the Annual Outcome Goal Plan forms or process be improved to better serve your program in effectively and efficiently reporting performance outcomes?

The use of the pre-populated formulas on the AOGP for is very useful in aiding with monetary and percentage calculations. However, clearer instructions with regards to reporting on the AOGP may be helpful in assisting counties with completing the forms. Additionally, a standard "across the board" ceiling or cap for performance outcomes would provide counties with the ability to meet annual goals as opposed to the current process of continuous increases to annual goals when performance measures are met.

## APPENDIX A

### Refugee Program Service Procurement Process

For Federal Fiscal Year (FFY) 2016-17 Santa Clara County has procured the Employment Service (ES) component from public organizations. ES, which is also known as Refugee Employment Services (RES) or Vocational English Skills & Language (VESL), was procured through a Request for Proposal (RFP) process.

- On 3/30/2016, a public planning session was held by Social Services Agency (SSA) staff to strategize services and to discuss the needs of refugee clients with members of the community.
- On 5/2/2016, SSA released the RFP for the Refugee Employment and Elderly Services. Upon the announcement of the Refugee Program RFP, two proposals; Jewish Family Services (JFS) of Silicon Valley and International Rescue Committee (IRC)) were received as a response. The proposals were forwarded to an independent evaluation committee for review and scoring. The proposals of the two Refugee Service Providers were recommended for funding based on the ability to validate that each organization had strong placement records, the capability for meeting linguistic needs, and the diversity in staffing which is essential for serving the various groups of newly-arrived refugees.
- On August 30, 2016, the funding recommendations were submitted to the County Board of Supervisors for review and approval. SSA requested that the Board of Supervisors approve an initial one-year contract with the Service Providers that would include an option to decrease or increase funding based on Federal and State allocations. SSA also requested that another provision be included that would allow the County the option to extend contracts for two additional one-year extensions based on the availability of funding, Contractor performance, and reviewed by County Counsel for verification of legality.

Procurement of the above mentioned subcontracts is in accordance with California's Administrative Code entitled *Manual of Policies and Procedures (MPP)*, *Purchase of Services, Chapter 23-600*; and with the federal government procurement standards in *45 Code of Federal Regulations, Part 92, Subpart C, Section 92.36*.

The County will administer the following support services based on the review of the Central Intake Unit (CIU) and Employment Services (ES) providers who will review and certify the needs. The payments, for other services rendered, will be made by County staff.

- Other Services-
  - Transportation Support Services (Bus Passes and Gas Cards) will be provided as needed for clients that are attending employment-related activities.
  - Ancillary and/or tools needed to start employment.
  - Ancillary and/or tools needed for Refugee Cash Assistance (RCA) clients to start work.

## **APPENDIX B**

### **County Monitoring Process**

#### **Monitoring of Procured Services**

Santa Clara County SSA CalWORKs and Refugee Contract Administration staff will conduct monitoring reviews of all contracted programs during the contract year. This review will include one mid-year comprehensive review and a year-end summary of final activities. The purposes of the reviews are to assess performance, evaluate compliance with the provisions of the contract and government regulations, identify any problematic areas, and to provide technical assistance if needed. Service Providers (SP's) that are identified as having deficiencies will be required to implement a corrective action plan for resolution. In addition a fiscal review will be conducted by a County Internal Auditor on an annual basis.

Management Analyst (MA) and internal audit staff will respectively perform program and fiscal monitoring of SP contracts for the County Refugee Program.

Prior to implementation, the County will provide an induction training to each of the funded SP's to familiarize them with program requirements, determining client eligibility, fiscal payment system, record maintenance and reporting requirements. During the training session, SP's will receive a contractor handbook along with standardized forms and an introduction to the County monitoring process that includes an overview of the following methodology and activities.

#### **Monitoring Methodology/Activities**

- **Desk reviews** which consists of a review of the contracts and modifications, existing performance data, fiscal information, correspondence, complaints, and any other pertinent information.
- **Site visits** completed by a County Monitor who will conduct one visit per site annually during mid- year. The site visits typically consist of the following activities:
  - A letter or phone call to arrange for the visit with an explanation of the materials and documents that is to be reviewed.
  - An entrance interview with the Program Director and/or key personal in order to review the format of the monitoring visit and to discuss any known problems or areas of concerns.
  - An administrative questionnaire which may be sent to the SP prior to the visit.
  - Interviews with selected staff and participants.
  - An exit interview with the individual(s) that participated in the entrance interview to review findings. In the event that findings are not resolved during the visit a corrective action request is issued to the SP.
- **Records review** completed by the County Monitor who will analyze client case files to verify that the appropriate documentation of service activities have been completed in addition to verifying that all clients in the program are eligible for services. The Monitor will also review the accuracy and timeliness of the SP's records which will include, but not limited to, statistical reports and any required monthly or quarterly reports.

- **Review of compliance of Federal, State, and County regulations**, including but not limited to regulations governing the practice of:
  - Non-discrimination provisions for services, employment, and contracts
  - Safety standards
  - Insurance provisions
  - Equal language accessibility
  - Client Confidentiality
  - County Contracting Principles
  - LEP Requirements

All applicable Federal, State, and County regulations are disclosed in the County contract, the Service Plan, Funding Guidelines, and all other Procurement of Services materials.

- **Follow-up** by the County Monitor with regards to any corrective action plans in order to verify that the SP's have successfully implemented the required steps to improve services.

### **Case Management and Technical Support for Central Intake Unit (CIU) Services**

The following methodology of periodical review is conducted by County Staff to ensure that CIU Specialist correctly adhere to program requirements. The review includes, but is not limited to, the following:

- An evaluation to confirm that clients are registered correctly for ES.
- An evaluation to verify that CIU Specialists are correctly reporting enrollment, termination, and placement information on the RS 2/3 and RS-4.
- A review of case files and the Integrated Document Management (IDM) imaging system to verify that all supporting documents are properly maintained.
- Quarterly meetings to provide training and support in order to inform and update Specialist regarding any changes to regulations, procedures, and available resources.
- On a trimester basis a statistical review of program performance measures is done to evaluate coordination efforts.
- An analysis, conducted by fiscal, of the monthly reconciliation of ancillary services to ensure that services are used for the intended purposes; such as the disbursement of bus passes and gas cards, review of expense reports, and all supporting documentation.



## APPENDIX C

### Refugee Elderly Services for Program Year 2016-17

Within Santa Clara County (SCC) there exist many programs that assist low-income immigrants with free or reduced cost services to aid in the process for naturalization and/or citizenship. In addition to those programs, low-income immigrants may also benefit from free English as a Second Language (ESL) classes that are offered within the County. The Santa Clara County refugee elderly services aims to create connections to these services for low-income senior immigrants and to similar programs, such as food distribution and nutritional programs, which are available to mainstream seniors. The primary goal of this project is to enhance the quality of life for this population in order to assist with social adjustments and to assure they become valuable members of the community.

For Federal Fiscal Year (FFY) 2016-17 Santa Clara County has procured the Refugee Elderly Service (ES) through a Request for Proposal (RFP) process.

- On 3/30/2016, a public planning session was held by Social Services Agency (SSA) staff to strategize services and to discuss the needs of refugee clients with members of the community.
- On 5/2/2016, SSA released the RFP for the Refugee Employment and Elderly Services. Upon the announcement of the Refugee Program RFP, two proposals (Jewish Family Services of Silicon Valley (JFS) and International Rescue Committee (IRC)) were received as a response. The proposals were forwarded to an independent evaluation committee for review and scoring. The proposals of the two Refugee Service Providers were recommended for funding based on the ability to validate that each organization had strong placement records, the capability for meeting linguistic needs, and the diversity in staffing which is essential for serving the various groups of newly-arrived refugee.
- On August 30, 2016, the funding recommendations were submitted to the County Board of Supervisors for review and approval. SSA requested that the Board of Supervisors approve an initial one-year contract with the Service Providers that would include an option to decrease or increase funding based on Federal and State allocations. SSA also requested that another provision be included that would allow the County the option to extended contracts for two additional one-year extensions based on the availability of funding, Contractor performance, and reviewed by County Counsel for verification of legality.

Procurement of the above mentioned subcontracts is in accordance with California's Administrative Code entitled *Manual of Policies and Procedures (MPP)*, *Purchase of Services, Chapter 23-600*; and with the federal government procurement standards in *45 Code of Federal Regulations, Part 92, Subpart C, Section 92.36*.

The refugee elderly services will utilize a linguistic and cultural approach to serve and develop long-term self-sufficiency plans for older refugee seniors. The proposed services will fill critical gaps, expand existing services, and ensure that services are readily available. In addition the direct services from this project shall also encompass supportive services for senior refugees. Furthermore the project aims to further develop the capacity of the two agencies to allow for the capability of providing in-house services. The goal is to enable members of the target population to remain independent and to avoid premature institutionalization.